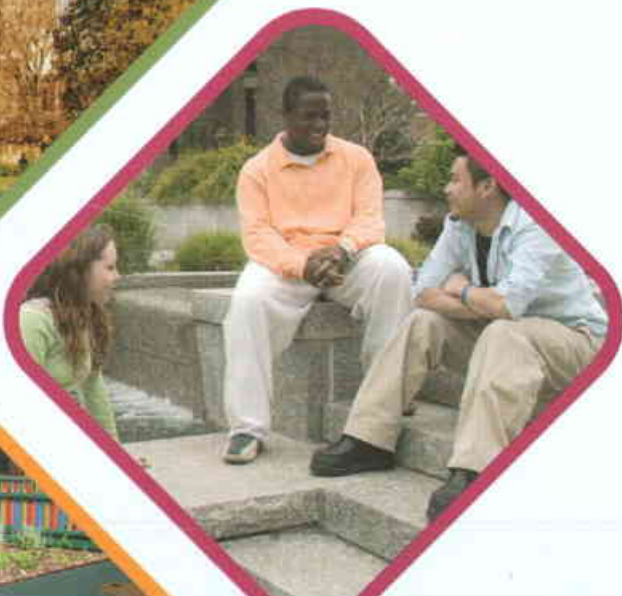
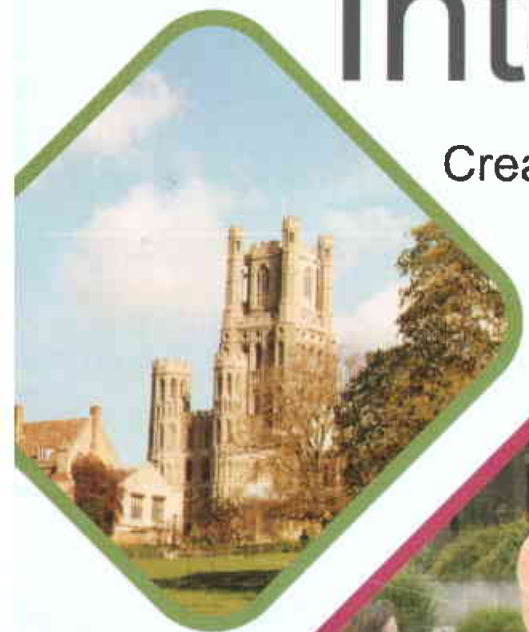




Cambridgeshire
County Council

Integrated Plan 2009

Creating communities where people want to live and work, now and in the future



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Introduction from the Leader of the Council

Our plans for Cambridgeshire's communities are ambitious and realistic despite our financial constraints.

Our goal is to make the county a place where people want to live and work, now and in the future.

Our communities and our partners are at the heart of that ambition. This plan sets out what we want to achieve over the next 15 years, and the steps we'll take over the next three years, as well as how we are going to fund our services.

Our plans start and finish in local communities. They are based on what residents tell us, no matter where they live in Cambridgeshire.

When we consult with you, if improving the state of our roads and dealing with potholes is what matters most, then we must listen. However, we are always mindful that we must continue to provide good services to our most vulnerable citizens.

We must continue to tell you how we are doing on delivering your priorities – we are accountable.

By working with our partners and other organisations we can pool our resources, ideas and expertise to deliver the best possible outcomes for our communities.

Our track record is strong. In the past year, we have made good progress across all our services, whether it is health and dental checks for children in care, investing in children's centres and family support, improving the qualifications achieved by our young people, reducing the activity of rogue traders on our streets, or getting more people on to public transport. This is just a small cross-section of the positive differences we are making to the lives of people in Cambridgeshire – there are many more examples of how we are improving the county as a place to live and work.

The impact of the current economic climate is a concern for all of us. We have been leading organisations across the county in looking at the best way of supporting people, families and businesses. You can read more about what we are planning and have begun to deliver on pages 15-16.

One of my concerns at the moment is that people's perception of their quality of life differs significantly depending on where they live in the county. We need to understand these differences and work to address these issues.

We should be supporting all people to reach their potential and have the best possible quality of life. We are putting a lot of effort into addressing inequalities.

I am also very concerned about road safety and congestion levels. Most people living here recognise these as among the biggest issues we are facing. You can read about our plans to deal with these issues on pages 13-14.

This plan is a refresh of the one we published in 2008, and will be reviewed in 2010. We will also publish an annual report in the Autumn of 2009 to update you on progress.

I hope you find this document a useful summary of our work. If you have any questions, please don't hesitate to get in touch with us – the details are on the back cover.



Councillor Jill Tuck
Leader, Cambridgeshire County Council

Who are we, and what do we want to achieve?

We want to create communities where people want to live and work, now and in the future.

The Council is responsible for services that touch the lives of everybody in Cambridgeshire. We maintain the local roads; we support the state schools in the county; we manage waste disposal and household recycling centres; and we provide social care services for the more vulnerable people in our society, to name but a few.

As we are involved in such a wide range of services, we know that what we do has a huge impact on a lot of people. We want to make sure that we support what matters most, improving people's lives and helping them to really enjoy living in Cambridgeshire.

Council decisions are made by 69 politicians (Councillors), who are elected once every four years. The Council is led by a Conservative majority administration.

What is Cambridgeshire like now?

There are many reasons why Cambridgeshire is a great place to live and work.

It is an incredibly vibrant place, with hugely diverse communities and places across the county – from the rural fens to the university city of Cambridge. Many of our schools are amongst the best in the country, with exam results consistently above the national average. Cambridgeshire is recognised as a county with relatively low levels of deprivation. People living in Cambridgeshire enjoy a better quality of health and, as a consequence, tend to live longer than in many other parts of the county. People living in Cambridgeshire are more likely to be in well-paid employment; and they are more likely to be better educated.

Although many people in Cambridgeshire have a good quality of life, we know that not everyone has had the same opportunities. We recognise that some people can struggle to find affordable housing; some people can't access the right kind of employment; some people don't obtain the skills or qualifications that they would like; some people have difficulty accessing services in the more rural and deprived communities; some people feel that they could have even more support to help them keep their independence and stay active in the community; and the ease or difficulty of travel within the county is also an issue for some people.



What do we want the county to be like in 15 years time?



In 15 years time, we want Cambridgeshire to be even more vibrant and diverse than it is today, but we want to make sure that everybody has the chance to benefit from living here. We want the county to be made up of communities that thrive together, and we want these communities to be made up of individuals who are successful, happy and fulfilled. We want to make sure that the vulnerable people in our communities are given the support they need to get the most out of life and to be involved with their community.

It is important to us that Cambridgeshire plays its part in tackling climate change and protecting and enhancing the environment. We will ensure that we use our reputation as a world leader in innovation and learning to the extent that other people and communities will want to follow where we lead the way.

We also want to make sure that any new houses that have to be built in Cambridgeshire over the next 15 years benefit people already living in the county as well.

These are ambitious goals. We have therefore worked closely with individuals and our partner organisations from across Cambridgeshire to agree what we would all like to achieve for the county and how we can work together most effectively to make it happen. We have agreed that we want Cambridgeshire to be:

 a county of strong, growing, prosperous and inclusive communities supported by excellent services where people can fulfil their potential; live longer, healthier lifestyles; and influence decision-making.

Our public services alongside many voluntary, community and private sector organisations will be working towards this vision. We have a Board with representatives from each of these sectors, called Cambridgeshire Together, which will ensure that we achieve this vision.

This Cambridgeshire Together vision sets the overall framework for the work of the County Council and our partners and we have therefore identified the areas of the vision where we have most to contribute. These, our longer-term strategic objectives, will help us to plan and structure our work over the next 15 years. We recognise the impacts of the economic downturn on communities, and have therefore added an extra strategic objective focusing on economic prosperity. Our five strategic objectives are:

- ◆ Enabling people to thrive, achieve their potential and improve their quality of life
- ◆ Supporting and protecting vulnerable people
- ◆ Managing and delivering the growth and development of sustainable communities
- ◆ Promoting improved skill levels and economic prosperity across the county, helping people into jobs and encouraging enterprise
- ◆ Meeting the challenges of climate change and enhancing the natural environment.

What are we going to do to make sure we meet our strategic objectives?

We have looked at the best projections for how many people are going to need our services over the coming years and – most importantly – we have looked at what local people have told us they want, and what they have told us we need to improve on.

We have a proven track record of effectively managing our resources and spending money wisely. As the effects of the current economic situation become more pronounced, it will mean that living within our means and continuously seeking to improve value for money and efficiency will remain uppermost in our minds as we deliver our services. We have therefore worked out how we can spend our money and allocate our resources to make the best possible difference for local people and help them 'weather the financial storm'.

Our longer-term strategic objectives have to be broad to cover the wide range of services we deliver. They therefore cover things that we are already doing well, as well as things that we need to do better. We have therefore identified areas that we will prioritise over the next year to make particular improvements. These areas are:

- ◆ Closing the gaps in achievement and access to services, particularly in areas of relative deprivation within the county
- ◆ Promoting choice and control over the delivery of adult social care to support the health and well being of each individual, aiming for the best possible quality of life, irrespective of personal circumstances
- ◆ Improving the quality of services for children and young people affected by disability, and their families

- ◆ Keeping the county moving safely
- ◆ Nurturing skills, employment and business during the economic downturn
- ◆ Reducing the negative impact on the environment whilst preparing for the effects of climate change.

As part of our approach to managing resources effectively, for the coming year we intend to make over £16 million of savings to help keep Council Tax low, improve value for money and meet our financial challenges. We can use some of these savings to help support the additional pressures that we face, such as the increasing number of people who need to access some of our key services: we have allocated an extra £11 million for adults' services and children and young people's services and an additional £1.2 million for transport and waste.

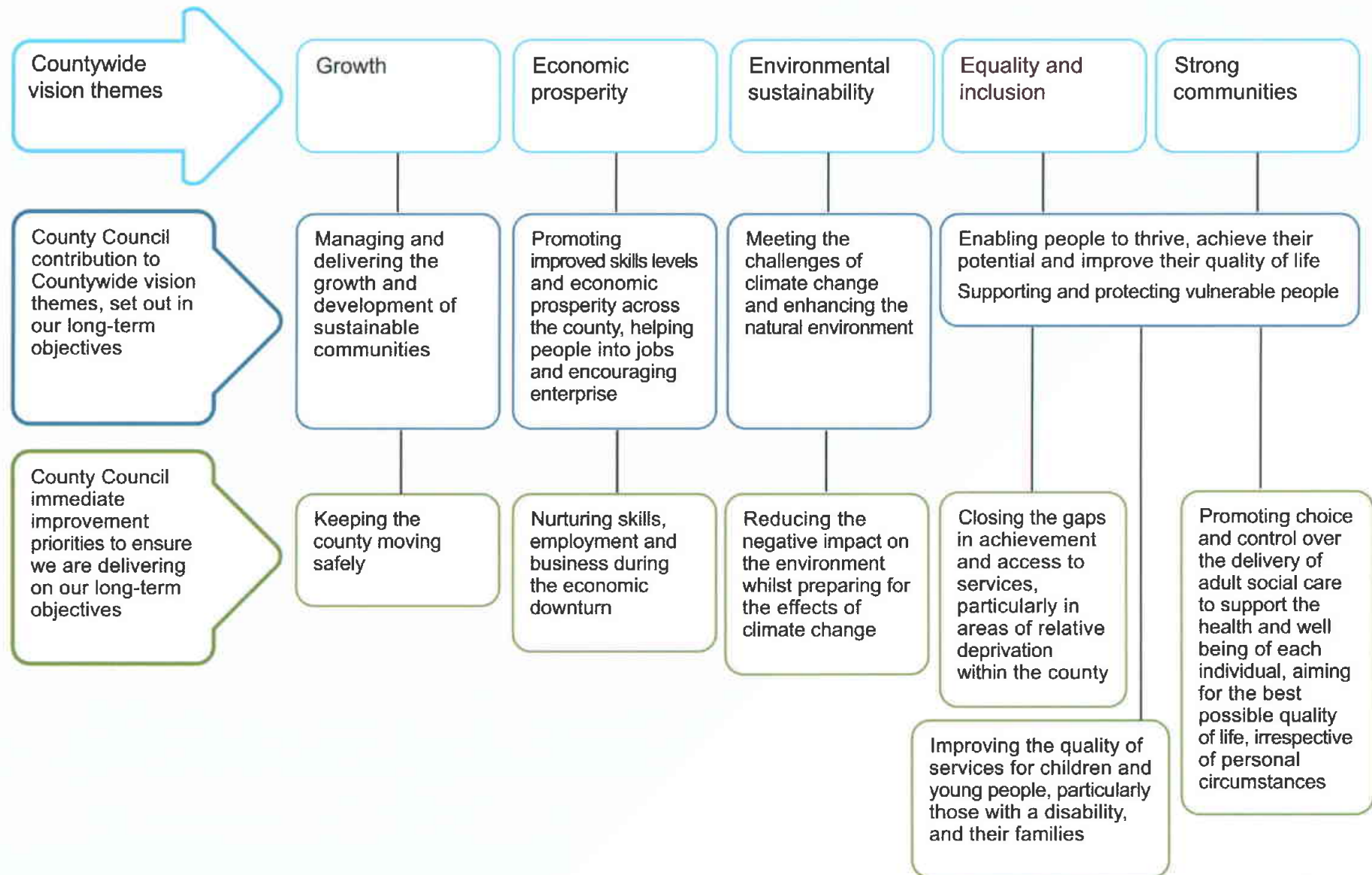
We have also allocated some specific funding for our improvement priorities to drive the changes we want to see in these areas. The money we have allocated is detailed in the section on each improvement priority in the following pages.

This does not mean that we will forget our other services. We will still be working hard to improve what we deliver to local people and to make as many enhancements as possible within the resources we have available. Our budget is prioritised to deliver our strategic objectives as a whole, making sure that we continuously develop the services we provide to everyone in the county. We will also be working with our partners to make sure that, together, we are taking the most effective actions and making the most sensible decisions, ensuring especially that we plan now for the development of thriving, inclusive communities for Cambridgeshire.

We also need to work closely with local people to make sure that the improvements we make are really going to meet their needs. We want local people to have real opportunities to influence our services.



The following diagram summarises the relationship between the Cambridgeshire Together vision, our long-term strategic objectives and our immediate improvement priorities. The rest of this document gives more detail about the type of activities that we will be undertaking to meet our vision and strategic objectives.



What information does this Plan contain?

This document sets out our vision for the next 15 years and summarises what we will be focusing on in the short term to work towards this vision. It forms Section 1 of our full Plan. The remaining sections of the full Plan are:

- ◆ Section 2 provides action plans, setting out in more detail what we are going to do in the shorter term (up to three years) to achieve our vision and how we will know if we've improved things for local people
- ◆ Section 3 summarises how we have planned to spend our money in order to achieve our vision
- ◆ Section 4 sets out our detailed budget.

If you want to see the detailed information in Sections 2 to 4, please see our website at www.cambridgeshire.gov.uk/council/integratedplan, or contact us if you want a hard copy – details are on the back cover.



Section 1

Strategic Objective 1

Enabling people to thrive, achieve their potential and improve their quality of life

What do we want to achieve?

Over the next 15 years, we want to make sure that we:

- ◆ Support people of all ages in Cambridgeshire to live active, healthy, fulfilled lives
- ◆ Ensure people have access to community, cultural, learning and leisure activities and have opportunities to develop their skills and wider interests
- ◆ Help children and young people to succeed, develop, stay safe, feel safe and be happy
- ◆ Address issues of relative deprivation across the county.

What will we do now to help us achieve our ambition?

There are some places in the county where people do not have access to the same opportunities as others, and this is particularly the case in Wisbech, north Huntingdon and the north-east of Cambridge. Over the next year, we will concentrate on addressing this, to make sure that everyone has the same opportunities to achieve their potential and enjoy life, wherever they are in the county. Some of the actions we will take include:

- ◆ Supporting families, individuals and businesses to weather the effects of the economic downturn
- ◆ Working with primary schools in relatively deprived areas to raise young people's career aspirations
- ◆ Rebuilding and refurbishing secondary schools and improving facilities for local communities
- ◆ Providing early support to children and families that could benefit from additional help
- ◆ Co-ordinating work to promote healthy living and support people to access opportunities to improve their health
- ◆ Starting to use activities linked with the UK hosting the 2012 Olympics, in order to increase participation in sport and active recreation
- ◆ Working with the community (including young people, parents and businesses) to reduce under-age drinking.

The above actions relate specifically to our improvement priority area of making sure that everyone has the same opportunities to achieve their potential and enjoy life, wherever they are in the county. For further information about the actions we will be taking to achieve our strategic objective, see Section 2 of this Plan, which details actions planned for up to the next three years. This can be found at

www.cambridgeshire.gov.uk/council/integratedplan.

This work is very important to us. We are therefore supporting this improvement priority with £785,000 of additional investment next year. For further details of how we are funding activities to help us achieve our strategic objective, see Section 3 of this Plan at www.cambridgeshire.gov.uk/council/integratedplan.

How will we know if we have been successful?

We will know if the above actions are helping us achieve our improvement priority of making sure that everyone has the same opportunities to achieve their potential and enjoy life, wherever they are in the county if:

- ♦ More people think that anti-social behaviour has reduced in their local area
- ♦ More adults take part in regular physical activity
- ♦ There are fewer children who experience bullying
- ♦ More young people take part in out-of-school activities
- ♦ Fewer young people abuse alcohol and drugs
- ♦ More people are satisfied with their local area.

For further information on how we are currently doing in each of these areas and how much we aim to improve over the next year, see Section 2 of this Plan at www.cambridgeshire.gov.uk/council/integratedplan.

As a result of this work, we want people to say:

“Cambridgeshire is a great place to live. I can get the services I need and have the same opportunities for a good quality of life, wherever I live in the county.”



Strategic Objective 2

Supporting and protecting vulnerable people

What do we want to achieve?

Over the next 15 years, we want to make sure that we:

- ◆ Identify, respect and meet the needs of the most vulnerable people in Cambridgeshire. This will help us support vulnerable people of all ages to lead independent and enjoyable lives
- ◆ Protect people from neglect or abuse
- ◆ Are good at looking after children in our care and making sure that they enjoy life and achieve their potential.

What will we do now to help us achieve this ambition?

Promoting choice and control over the delivery of adult social care to support the health and well being of each individual, aiming for the best possible quality of life, irrespective of personal circumstances

We have decided to focus initially on promoting choice and control over the delivery of adult social care because this is a service that has been consistently highlighted as a priority for local people in recent surveys. We also know that there is going to be a much higher demand on the service over the coming years, because the population is growing. We want to make sure that we are able to meet that increased demand and give people the support they need to lead healthy and active lives for as long as possible. We will:

- ◆ Develop ways of helping people to stay healthy and active so that they don't need social care support

- ◆ Continue to help vulnerable people to stay in their own homes
- ◆ Promote opportunities for older people to volunteer in their communities, including within Council services
- ◆ Ensure people have greater choice and control over the support and services that they use to help them enjoy life and stay independent, including the option to access money to buy services themselves
- ◆ Continue to train and develop the social care workforce so that they can provide high quality support to vulnerable people who are making decisions about the services they want to use.

The above actions relate specifically to our improvement priority of promoting choice and control over the delivery of adult social care to support the health and well being of each individual, aiming for the best possible quality of life, irrespective of personal circumstances.

For further information about the actions we will be taking to achieve our strategic objective, see Section 2 of this Plan, which details actions planned for up to the next three years. This can be found at

www.cambridgeshire.gov.uk/council/integratedplan.

Improving the quality of services for children and young people affected by disability, and their families

We will continue to improve the quality of services for children and young people, particularly those with disabilities, and the families that support them. Interviews with families who use our services suggest there is more we can do to make sure we fully meet their needs. We will work well with other organisations to give young people and their families the day-to-day support to enjoy their lives, and the knowledge that we will be there to help in a crisis. We will:

- ◆ Develop employment opportunities within the County Council for vulnerable young people who would otherwise

struggle to get a job, including apprenticeships and volunteering opportunities

- ◆ Develop advocacy services to help young people with disabilities access the services they want to, including those for all children (not just those with disabilities). We will also make sure that information on services available to all children is readily available to those with disabilities
- ◆ Redesign short breaks services so that they meet children's needs and also provide effective support for families, so that they can have the help and support they need
- ◆ Work with voluntary organisations to increase the level of support we provide to young carers
- ◆ Develop the ways we work with the health services to make sure that we focus on individuals' needs
- ◆ Ensure that transition from children's to adult social care is seamless.

The above actions relate specifically to our improvement priority of improving the quality of services for children and young people affected by disability, and their families. For further information about the actions we will be taking to achieve our 15-year ambition, see Section 2 of this Plan, which details actions planned for up to the next three years. This can be found at www.cambridgeshire.gov.uk/council/integratedplan.

Making a difference to these vulnerable adults and young people is very important to us. We are therefore supporting this improvement priority by providing £2,046,000 of additional investment next year, including support for the voluntary sector. For further details of how we are funding activities to help us achieve our strategic objective, see Section 3 of this Plan at www.cambridgeshire.gov.uk/council/integratedplan.

How will we know if we have been successful?

We will know if the above actions are helping us achieve our improvement priority aims of promoting choice and control over the delivery of adult social care to support the health and well being of each individual, aiming for the best possible quality of life, irrespective of personal circumstances and improving the quality of services for children and young people affected by disability, and their families if:

- ◆ More adults and older people are supported to live independently in their own homes
- ◆ People across the county can expect to have a longer healthy life after they reach 65
- ◆ More people directly manage the money they are allocated for social care and arrange their own services
- ◆ More young people leaving Council care go into employment, education or training
- ◆ More families who use services for children with disabilities report a positive experience of the service.

For further information on how we are currently doing in each of these areas and how much we aim to improve over the next year, see Section 2 of this Plan. This can be found at www.cambridgeshire.gov.uk/council/integratedplan.

As a result of this work, we want people to say:

‘I’m always treated with respect as an individual and I am able to make informed decisions about what’s best for me.’



Strategic Objective 3

Managing and delivering the growth and development of sustainable communities

What do we want to achieve?

Over the next 15 years, we want to make sure that we:

- ◆ Maintain and further develop a reliable and effective transport system throughout the county, including promoting the use of public transport
- ◆ Provide community facilities in new housing developments
- ◆ Create healthy and attractive surroundings for existing and new communities with good access to open space
- ◆ Minimise any adverse environmental impact of new housing developments
- ◆ Develop communities where people from all backgrounds feel they get on well together
- ◆ Develop safer communities where people feel there are relatively low levels of anti-social behaviour.

What will we do now to help us achieve our ambition?

Over the next year, one of our improvement priorities is to keep the county moving safely. Congestion on our roads has been highlighted in some parts of the county as a priority for local people. We know that this problem will only get worse as the county's population increases with the new housing developments planned over the next 15 years. But importantly we want to make sure that our roads are as safe as possible for the people who use them – there were 372 people killed and seriously injured on our roads during 2008 and we want to reduce this. We will:

- ◆ Continue to develop education programmes for children and young people to encourage them to use alternatives to the car
- ◆ Continue the development of the range of services that schools provide to children, young people and their local communities, reducing the need to travel to access services
- ◆ Reduce the numbers of locations people have to travel to in order to access services or take part in community or learning activities, by working with partners to encourage joint use of community buildings
- ◆ Continue working to make our bus services as accessible as possible
- ◆ Develop community transport schemes
- ◆ Focus maintenance of footways around services used by vulnerable people, such as sheltered accommodation
- ◆ Ensure that improvements to the A14 benefit the county
- ◆ Continue planning with our partners to ensure that, as the county grows, both new and existing communities benefit from developments.
- ◆ Deliver the Guided Busway

The above actions relate specifically to our improvement priority

area of keeping the county moving safely. For further information about the actions we will be taking to achieve our strategic objective, see Section 2 of this Plan, which details actions planned for up to the next three years. This can be found at www.cambridgeshire.gov.uk/council/integratedplan.

To make sure that we deliver these actions, we are supporting this improvement priority by providing £575,000 of additional investment next year. For further details of how we are funding activities to help us achieve our strategic objective, see Section 3 of this Plan at www.cambridgeshire.gov.uk/council/integratedplan.

How will we know if we have been successful?

We will know if the above actions are helping us achieve our improvement priority aim of keeping the county moving safely if:

- ◆ More journeys are undertaken by bus
- ◆ Fewer people do the school run by car
- ◆ More people can access local services and facilities by public transport, walking and cycling
- ◆ Fewer people are killed and seriously injured on our roads.

For further information on how we are currently doing in each of these areas and how much we aim to improve over the next year, see Section 2 of this Plan at www.cambridgeshire.gov.uk/council/integratedplan.

As a result of this work, we want people to be able to say:

“ I feel that I have real choice in the way I travel. I know what the Council are doing to improve road safety and I feel much safer using the roads. ”



Strategic Objective 4

Promoting improved skill levels and economic prosperity across the county, helping people into jobs and encouraging enterprise

What do we want to achieve?

Over the next 15 years, we want to make sure that we:

- ◆ Support local people to attain the skills they need to find and retain jobs
- ◆ Support local businesses and encourage businesses to locate in Cambridgeshire
- ◆ Encourage economic growth through the way we deliver services
- ◆ Take advantage of the opportunities provided by the new houses being built in the county to expand our economy.

What will we do now to help us achieve our ambition?

During the next year, we will focus on nurturing skills, employment and business during the economic downturn. The current economic situation is having an effect on almost everyone – at home or at work. As one of the largest organisations within the county, and with our specific responsibility for economic development, it is possible for us to alleviate the negative impacts of the economic situation. Following discussions with our partners, we have increased funding to voluntary organisations. They will help people to keep their homes and their jobs. Over the coming year, we will:

- ◆ Co-ordinate and promote access to our own and our partners' services which deliver information, advice and guidance on skills, employment and benefits
- ◆ Continue to use our learning centres and our range of other learning opportunities to help people beyond school age who need support with developing their skills and improving their employment prospects
- ◆ Develop our ability as an employer to help people into work, for example through apprenticeships
- ◆ Develop links between employers and schools to help young people find options and help young people to leave school with qualifications that employers need
- ◆ Provide access to information and support for small businesses to start up and develop through a network of centres
- ◆ Review our approach to buying services from external organisations to increase opportunities for local businesses to win contracts
- ◆ Encourage businesses to relocate to Cambridgeshire
- ◆ Prepare for the transfer of responsibilities for learning between the ages of 16 to 19 to the County Council

The above actions relate specifically to our improvement priority area of nurturing skills, employment and business during the economic downturn. For further information about the actions we will be taking to achieve our strategic objective, see Section 2 of this Plan. This can be found at www.cambridgeshire.gov.uk/council/integratedplan.

To make sure that we deliver these actions, we are supporting this improvement priority by providing £265,000 of additional investment next year, including increasing capacity at learning centres. For further details of how we are funding activities to help us achieve our strategic objective, see Section 3 of this Plan at www.cambridgeshire.gov.uk/council/integratedplan.

How will we know if we have been successful?

We will know if the above actions are helping us achieve our improvement priority aim of nurturing skills, employment and business during the economic downturn if:

- ◆ There is an increase in the numbers of people employed in small businesses in the local area
- ◆ More people of working age are qualified to at least level 2 (GCSE or equivalent)
- ◆ There is a reduction in the numbers of people on out-of-work benefits
- ◆ More businesses are satisfied with our regulation services.

For further information on how we are currently doing in each of these areas and how much we aim to improve over the next year, see Section 2 of this Plan at

www.cambridgeshire.gov.uk/council/integratedplan.

As a result of this work, we want people to be able to say:

“I feel that I am well skilled for the job I want to do, I know where to go for information, help and advice, and if I want to set up my own business, I know where get support.”



Strategic Objective 5

Meeting the challenges of climate change and enhancing the natural environment

What do we want to achieve?

Over the next 15 years, we want to make sure that we:

- ◆ Make sure that what we do is environmentally sustainable and takes advantage of opportunities to enhance the natural environment
- ◆ Help local people and businesses to live and work in environmentally friendly ways
- ◆ Support local people and businesses to meet the challenges of the changing climate.

What will we do now to help us achieve our ambition?

A priority for improvement over the next year is to reduce the negative impact on the environment whilst preparing for the effects of climate change. We recognise that there are some unstoppable changes to the climate that are already taking place, and we want to prepare for these; but we also want to make sure we limit the further changes that take place as a result of our activity. We believe that Cambridgeshire has a significant role to play, working together with our local communities, businesses and public sector organisations.

We will:

- ◆ Open a state-of-the art waste management facility to further improve our already excellent performance in waste disposal and recycling
- ◆ Open our first indoor recycling centre in St Neots
- ◆ Encourage our own employees to change their behaviour, including encouraging them to use cars less
- ◆ Make sure that our buildings are adapted to respond to the challenge of changes to the climate that have already taken place
- ◆ Develop an approach to environmental education with local communities, working through schools and community networks
- ◆ Explore the best way to ensure that advice and support is provided to businesses to help them reduce their environmental impact.

The above actions relate specifically to our improvement priority area of meeting the challenges of climate change and enhancing the natural environment. For further information about the actions we will be taking to achieve our strategic objective, see Section 2 of this Plan. This can be found at

www.cambridgeshire.gov.uk/council/integratedplan.

To make sure that we deliver these actions, we are supporting

this improvement priority by providing £470,000 of additional investment next year, including supporting community environmental education. For further details of how we are funding activities to help us achieve our strategic objective, see Section 3 of this Plan at

www.cambridgeshire.gov.uk/council/integratedplan.

How will we know if we have been successful?

We will know if the above actions are helping us achieve our improvement priority of reducing the negative impact on the environment whilst preparing for the effects of climate change if:

- ◆ There is a reduction in carbon dioxide emissions from Cambridgeshire, from individuals and businesses as well as public sector organisations
- ◆ There is an improvement in local biodiversity
- ◆ We are adapting our buildings and activity to take account of the effects of changes to the climate that have already taken place.

For further information on how we are currently doing in each of these areas and how much we aim to improve over the next year, see Section 2 of this Plan at

www.cambridgeshire.gov.uk/council/integratedplan.

As a result of this work, we want people to be able to say:

“ I care about the quality of my environment but am worried about the threat of climate change and what it will mean for my children’s children. So, as well as reducing our electricity bill by changing our lightbulbs, we’ve started cycling to school with the kids, which is good for our health too. We can all do more and there’s plenty of advice and support available locally to help. ”



Our commitment to local people and our partners

We will always try to act according to our values:

- ♦ **Accountability** – we will be open and transparent, listening and communicating clearly and taking responsibility for our actions
- ♦ **Respect** – in working with each other, our partners, residents and service users, we will treat each other as we would like others to treat us, recognising and embracing differences and taking account of the full range of opinions
- ♦ **Integrity** – we will behave honestly and demonstrate reliability by promising only what we can deliver and delivering what we promise
- ♦ **Value for money** – we will balance cost and quality to make sure that all our resources make the maximum possible impact
- ♦ **Excellence** – working with partners where appropriate, we will ensure you receive services of the highest quality
- ♦ **Equity** – we will treat people fairly, valuing and responding to their diverse backgrounds and needs.

When we are making decisions about planning and delivering services, you can always expect us to apply the following principles:

- ♦ **Focus on delivering high-quality effective and efficient services** – we will make sure that we deliver the highest possible quality of services for the lowest cost. We want to make sure that inefficiency is removed so that we have as much money as possible available for delivering services directly to you
- ♦ **Listen and be responsive to the needs of Cambridgeshire communities** – we will make sure that you have opportunities to be involved in designing and planning services, and influencing the decisions we take. We will always listen to your opinions and we will work with you to develop services that meet your needs
- ♦ **Work in partnership to achieve a shared vision for Cambridgeshire** – our ambitions for the county are only achievable by working together in partnership at all levels, starting with local communities. We will therefore work with a wide variety of partners to work out how we can deliver the best possible services by working closely together.

If you ever feel that we are not meeting these standards, we want to hear from you. You can contact us using the details listed on the next page.

Contacts for further information

This Plan provides a summary of the Council's long-term vision and strategic objectives and our immediate improvement priorities.

If you would like further information about our services, please visit our website at www.cambridgeshire.gov.uk, or contact us at the address below.

If you would like additional copies of this Plan, or if you have any queries, please contact the Corporate Development Service:

By phone: 01223 699159

By post: RES 1206
Shire Hall
Castle Hill
Cambridge
CB3 0AP

By email: policy@cambridgeshire.gov.uk

Cambridgeshire County Council is committed to achieving equality and celebrating diversity. Diversity contributes to vibrant and creative communities and a productive workplace. The Council is committed to promoting fairness and equality of opportunity and celebrating diversity for all people, particularly in respect of:

- ♦ Accessing the Council's services
- ♦ Employment opportunities within the Council or its contractors who supply goods or services to the Council
- ♦ Those who work or seek to work in a voluntary capacity supported by the Council
- ♦ The way in which the Council develops policies that impact upon individuals and communities.



INVESTOR IN PEOPLE



2006-2007
Delivery of Quality Services Through Procurement
Waste and Recycling
2005-2006
Asset Management
2004-2005
Better Local Public Transport

If you would like a copy of the text in this document in large print, Braille, audio tape or in another language, please contact us at the address on the left.